

Crescent Community Health Center Strategic Plan

Public Version Draft

March 10, 2016

Our Mission is to provide high-quality, respectful and affordable medical and dental care to improve the health and well-being of our community.

Community Goal:

Enhance service to the community.

Over the past decade CCHC has become an essential institution for health care in Dubuque. CCHC will work to expand its patient base, the services it provides, and the health outcomes it achieves for the community.

Strategy 1

Identify the most critical unmet health and wellness needs of the CCHC community and assess the ability of CCHC to address them.

CCHC will focus its efforts on addressing the most critical and often unmet need areas in which it can provide assistance, and where it has—or can grow—the capacity and resources to do so.

Strategy 2

Use data to evaluate and demonstrate community impact of CCHC.

To ensure that it is optimizing its service to the community, CCHC will develop and evaluate measures to assess community needs and CCHC impact on community health.

Strategy 3

Strengthen community relationships and outreach.

To fully serve its mission, CCHC needs to work with other organizations serving the community and determine how best to direct its growth in terms of impact on the community and sustainability of the organization.

Strategy 4

Enhance partnerships and continuity of care

To achieve positive outcomes for its patients, CCHC must work with other individual and institutional providers to coordinate care and to ensure that volunteer physicians and dentists are able to offer their services through CCHC.

Patient Care Goal:

Provide high quality care in a customer focused, patient-centered setting.

The quality of patient care depends upon both technical expertise and responsiveness to patient needs and perceptions.

Strategy 1

Identify and track quality measures for both health care and customer focus.

To improve its outcomes and patient satisfaction, CCHC must select and monitor pertinent data. This strategy addresses issues also covered in CCHC's Continuous Quality Improvement Plan.

Strategy 2

Design and implement management system to assure customer focus.

CCHC will use comparative data and trends to assure that its operations are focused on patient satisfaction. This strategy addresses issues also covered in CCHC's Continuous Quality Improvement Plan.

Strategy 3

Assure that patient care staff are providing the required quality and quantity of care.

CCHC will use comparative data and trends to assure that its operations are focused on quality and quantity of care.

Operations Goal:

Create & maintain a culture of organizational excellence.

Develop processes and external and internal standards including fiscal responsibility and measurable benchmarks for the entire organization.

Strategy 1

Improve work flow (re. patients, EMR, decision making, budgeting...) to increase efficiency & effectiveness.

An efficient workflow not only reduces costs, but it can lead to better decisions, better care, and more satisfied patients, staff, and board.

Strategy 2

Optimize communication (between board and management, management and staff, staff and patients).

Effective communications can lead to better decisions, better care, and more satisfied patients, staff, and board.

Strategy 3

Optimize use of technology

Good choices for technology hardware and software systems, deployment, training, support, and maintenance can make it easier to do excellent work.

Finance Goal:

Ensure the proper processes are in place for effective financial management.

Financial policies and processes that minimize costs, optimize revenue and support informed decision-making are essential to reducing risks and supporting mission-driven organizational success.

Strategy 1

Develop budget processes (structure, preparation and monitoring) to accommodate more effective participation by board and managers.

CCHC has opportunities to enhance budget processes to accommodate more informed decision-making.

Strategy 2

Identify procedures or controls to enhance operational accountability and operating revenue.

The complexity of health care operations requires strict adherence to myriad rules and regulations. Establishment of and compliance with proper procedures will enable CCHC to ensure the optimum compensation for services.

Staff Goal:

Recruit and retain excellent and dedicated staff, and empower them to contribute most effectively to mission and sustainability.

Staff excellence, required for sustainable pursuit of mission, requires thoughtful recruitment, a dynamic and responsive organizational structure, focused professional and leadership development, thorough workplace skills training, and clear and consistent performance evaluation.

Strategy 1

Recruitment and retention

Quality and continuity of staff are essential to any organization, but especially for one engaged in developing trusting relationships with patients. CCHC will enhance efforts to recruit qualified physicians and other providers who are a good fit to organization, as well as offering excellent professional skills.

Strategy 2

Capacity, Succession & Leadership Development

A healthy organization encourages individual growth and development of a depth of leadership skills and experience. CCHC must be staffed with the skills required for smooth operations and readiness for change, and assure sufficient redundancy of skills and information that the organization can function effectively in the absence of any one staff member. CCHC must develop effective, fully informed collaboration within the management team and offer opportunities for professional growth within the organization.

Strategy 3

Enhance workplace competencies

Particularly in the high-pressure environment of primary health care, staff must form a smoothly functioning team sensitive to the needs and perceptions of diverse stakeholders.

Strategy 4

Performance evaluation

A high-functioning organization depends upon setting goals, evaluating performance, and appropriately recognizing performance. CCHC must assure that all staff are performing to expectations, and that they are engaged in performance management and accountability.

Institutional Advancement Goal:

Identify & pursue the external communications, advocacy, & fundraising needs of CCHC.

Development efforts are required to enable CCHC to address community needs beyond the level that earned income can support. CCHC must determine the most critical and fundable needs, make a compelling case for resources, and guide the efforts of staff leadership, board members, and other volunteers to solicit funds through individual and corporate giving as well as through government and foundation grants.

Strategy 1

Communicate more fully the contribution of CCHC to the community.

A clear mission, along with values, outcomes and accomplishments understood by the community will contribute to attracting patients, support and funding.

Strategy 2

Enhance the advocacy efforts of CCHC.

The effectiveness and sustainability of CCHC depend greatly on political and financial support from every level of government. CCHC must do all it can to maximize that support.

Strategy 3

Build the fundraising capacity of CCHC.

The start up and operations of CCHC have relied upon some level of fundraising, including an annual fund and regular grant writing. To grow CCHC to meet the needs of the community more fully, attention will have to be directed to development practices and resources.

Strategy 4

Determine whether facility ownership by means of a capital campaign, partially or fully relieving the ongoing cost of rent, could be an effective way of advancing long-term sustainability.

CCHC may be able to raise a substantially larger sum for a facility project than it could for an endowment campaign. If capital fundraising capacity is sufficient to acquire or build a facility and to endow its maintenance, the annual budget could be relieved of the cost of facility rental and be put to programmatic use.

Governance Goal:

Enhance the capacity of the board to better serve CCHC and its mission.

Good governance is the essential basis for organizational sustainability.

Strategy 1

Enhance governance structure and policies.

A well-structured board will conduct its business more thoroughly and efficiently.

Strategy 2

Enhance governance practices.

Best practices can enable the board to use the skills of its members more effectively and support the organization more fully.